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21 April 1981

MEMORANDUM FOR:   Deputy Director for Administration

FROM:            Harry E. Fitzwater
                 Director of Personnel
                 Policy, Planning, and Management

SUBJECT:         Review of Recruitment Process .

REFERENCE:       Your Memo (DDA 81-0707/6), dtd 15 April 1981,
                 Same Subject


Max:

    1.  When we talked last week about the subject, Review of the Recruitment
Process, I had not had an opportunity to read it.  As you will recall, in
response to your desire to send it to the other Deputy Directors, I suggested it
be attached to our paper for the Executive Committee.

    2.  After reading the Review I withdraw that suggestion and return it to
you to be distributed as you see fit.  Although there are some recommendations
that I endorse, e.g., one, two and four (which is being done), I have trouble
with the others.  There are inaccuracies, misperceptions, omissions and
speculations in the paper that I do not want to compound by appearing to endorse
the Review.

    3.  At first blush several of the recommendations and their supporting
comments appear to make sense.  Deeper analysis may indicate otherwise.  For
example, it is easy to compare the number of professionals recruited by WARO
against the Field Recruiters.  What the paper fails to discuss is the difference
in qualifications of the professionals.  Generally, WARO handles the entry-level
BA graduate who is in town looking for a job.  On the other hand the recruiter is
out beating the bushes for the hard-to-get individual who is being sought by
both the private and public sectors, i.e., engineers, computer science personnel,
economists, CT's, etc.  There are other inaccuracies about the recruiters and
their mode of operations, i.e., only "work standard hour days" and no "expense
account."  It is disturbing to read that "all" of our optimization activity has
been centered on the processing portion which implies nothing has been done in
the field which is a gross misstatement.

    4.  Recommendations 8 and 10 are very troublesome since they impact on the
suitability and quality of employees entering on duty.  It is highly doubtful
that the directorates and components who now rely on the PATB for a better

understanding of the qualifications of professional applicants will be agreeable to dropping the PATB tests. A few years ago I thought this was necessary in order to speed up the hiring process and cut expenses for entry of CT's. What I quickly learned is that you cannot depend on College SAT scores. The applicant may have gone through college with a 3.5 average but cannot read nor write. Another disturbing recommendation, number 8, is that we eliminate the clinical portion of medical processing for those involved in sedentary jobs until the person has entered on duty. I can assure you that this could result in not only a higher cost to the Government but also in legal cases. It can be predicted that it will be necessary to terminate individuals who are found to have a serious medical problem after entering on duty. This problem is compounded if the individual has sold his/her house and has quit his/her job to move to Washington.

5. I agree that the invitee travel must be better controlled and we are working toward this end. The paper fails to note that we are trying to improve the staffing requirements to ensure that vacancies do indeed exist before an applicant is invited in to Washington. Also, the pre-investigative interviews by security and medical representatives and the task force approach for technical testing, pre-polying and medical exams in the field will reduce unnecessary invitee travel. The Review suggests that invitee travel is skyrocketing despite front-end screening. The paper fails to note that this is directly attributable to a large increase in positions, FY 81-291, FY 82-483 and possibly up to 1000 in FY 83. Also, there has been a significant increase in travel costs. At present it costs on the average $450 per trip. We estimate that this will increase to $507 by FY 1983. I have not seen a projection of 2.68M for invitee travel in FY 1983 but assume this was a figure initially STAT being considered by [          ] for a projected increase of 1000 positions in FY 83. Below is a comparison of EOD's that required invitee travel during the period FY 1979-80 and projected through FY 1983:

| YEAR | TOTAL EOD'S | EOD'S REQUIRING INVITEE TRAVEL | INVITEE TRAVEL FUNDS $ K |
|------|-------------|-------------------------------|--------------------------|
| FY 79 | | | |
| FY 80 | | | |
| FY 81 | | | STAT |
| FY 82 | | | |
| FY 83 | | | Current Package |
| | | | Projected Packa |

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It must be noted that all people provided travel are not hired. Nevertheless, it may be cheaper in the long run to spend $500 on travel to save several thousands by not hiring the wrong applicant.

6. I know this memorandum is quite negative toward the report, but the concerns noted above and others are so serious that I could not let the paper stand unchallenged.
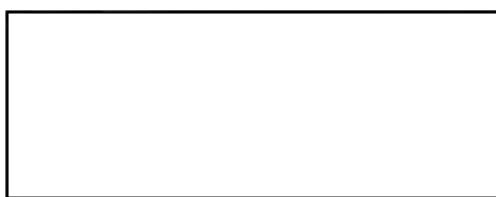
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·Harry E. Fitzwater

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## PATB Requirements

| Office | Title | PATB* | | Office | Title | PATB* |
|--------|-------|-------|---|--------|-------|-------|
| GENC | Attny Adv-Gen | N | | SE | All Transc/Transl | Y |
| | | | | IMS | CompSysAn/Prog | Y |
| IG | Auditor GS-7/10 | Y | | DCD | IO-Gen | Y |
| | Auditor GS-7/11 | Y | | OED | Ops Off | --- |
| PERS | Prof Trainee | Y | | OGSR | Vis Info Spec | Y |
| | | | | | All IO-Sociol | Y |
| OPA | Pub Affairs Off | Y | | | IO Agri Econ | Y |
| MED | Psychologist | Y | | OPLA | IO-Gen 9-12 | Y |
| | Med Officer | Y | | | IO-Gen 11-13 | N |
| | Med Services Off | Y | | | Behavioral Sci | N |
| | | | | | Med IO/Psych | N |
| COMO | Telecom Spec | N | | | | |
| | Electronic Eng | N | | OCR | IO Gen | Y |
| | Elec Tech | N | | | Librarian | Y |
| | Util Equip Spec | N | | | Doc Analyst | Y |
| | Como Off-Sec | N | | | Micrographics Sys | Y |
| LOG | Architect | Y | | OSWR | IO-Phys Sci: | |
| | Civil Eng | Y | | | P32-52 thru 58 | Y |
| | Electrical Eng | Y | | | P32-59 thru 65 | N |
| | Contract Off | Y | | | P32-66 thru 68 | Y |
| | Supply Off Trnee | Y | | | IO Gen Eng | N |
| | Eng Tech | N | | | IO-Phys Sci: | |
| | | | | | P32-70 | N |
| SEC | Electronic Eng | Y | | | P32-71 thru 73 | Y |
| | Prof Trnee | Y | | | P32-74 | ? |
| | ET | N | | | IO Gen Eng | ? |
| | | | | | IO Electron Eng | N |
| OTE | Trning Off | Y | | | IO Phys Sci: | |
| | Career Trnee | Y | | | P32-77 & 79 | N |
| | Instr For Lang | N | | | IO Phys Sci/Analyst: | |
| | | | | | P32-80 thru 81 | N |
| FIN | Accountant | Y | | | | |
| | Fin Asst GS-7 | Y | | OER | Econ Series | Y |
| | Fin Asst GS-5 | Y | | | | |
| | | | | OIA | Illus-Gen | Y |
| ODP | Computer Program | N | | | Intel ResSpec-IA | Y |
| | Systems Prog 7-9 | N | | | | |
| | Computer Spec | N | | OSR | IO Military | Y |
| | Systems Prog 9-11 | N | | | IO-Indust Econ | Y |
| | " " 12-13 | N | | | IO-Gen | Y |
| | Comp Sys An | N | | | | |
| | | | | OSIG | Sig Off | Y |
| DDO/ | | | | | | |
| IAD | Ops Off | Y | | ORD | Phys Sci-Comp | N |
| NE | Transl/Transc | N | | | | |
| CIS | Ops Off | Y | | | | |
| EA | Translator | Y | | | | |

| Office | Title | PATB* |
|--------|-------|-------|
| ODE | Phys Sci-Res | N |
| | Electron Eng | N |
| | Electric Eng | N |
| | Ops Res An | N |
| | Engineer Gen | N |
| OTS | Chemist | N |
| | Electron Eng | N |
| | Assess Psych | Y |
| | · Cabinetmaker | N |
| | Machinist-Model Maker | N |
| | Photo Equip Tech | Pt 1 |
| | Auth Spec | N |
| | Disguise Spec | N |
| | Mech Eng | N |
| | Artist Illust | N |
| | Photo Eval Eng | N |
| | Physicist | N |
| | Electron Tech | N |
| | Photo Technol: | |
| | T64-35 | N |
| | T64-30 | Pt 1 |
| | Physcial Chem | N |
| | Tech Ops Off | N |
| | EE-Como | N |
| | Eng Draftsman | N |
| NPIC | Intel Res Spec | Y |
| | Technol-Phot | Y |
| | Comp Prog | Y |
| | Photogram An | Y |
| | Photo Gen | N |
| | OPs Res An | Y |
| | Comp Operator | N |
| | Illus Gen | Y |
| | ET | Y |
| | Elec Spec | Y |

STAT

| RMS | IO-Prog Eval Off | Y |
|-----|------------------|---|
| | Sys An | Y |
| | IO-General | ? |